

UNITED STATES AIR FORCE

HQ Air Force Services Agency
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Director of Clubs and Issues

COLONEL ROSEMARY NORMAN

Colonel Rosemary “Sam” Norman is the Director, Clubs and Issues, Headquarters Air Force Services Agency, San Antonio, Texas. The directorate is responsible for managing Air Force-level programs and initiatives to provide goods and services to Air Force members worldwide. Provides technical oversight of 177 Air Force clubs, while providing guidance regarding alternative food services, Air Force Signature Brand, and name brand food, beverage and entertainment options. Special projects and issues include coordinating Agency conferences, visits, and briefing; presenting findings on funding and operational policies for the Air Force Morale, Welfare, and Recreation Advisory Board, and developing long-range plans to determine the future operating environment for Services activities. It also includes Competitive Sourcing and Privatization, the determination to source a function(s) (in-house or contract) from a commercial source.



Colonel Norman entered the Air Force in October 1980, through Officer Training School at Medina Air Force Base, Texas. Her first assignment was to the United States Air Force Academy in Colorado as chief of administration and personnel for the cadet dining hall. She joined the superintendent's staff in 1982 as a protocol officer. In 1984, Col Norman became the second executive support officer assigned to Geilenkirchen Air Base, Germany, working for the United States Air Force senior national representative to the North Atlantic Treaty Organization airborne warning and control system. In 1986, she became the first Air Force captain to fill a lieutenant colonel billet as the executive assistant to the Administrative Assistant to the Secretary of the Air Force.

Colonel Norman received her first command assignment in 1991 at Charleston Air Force Base, SC, where she served as commander of the 437th Services Squadron. The merger between the Services Squadron and the Morale, Welfare, Recreation Squadron took place in 1992 and she was Charleston's first commander of the new squadron of more than 540 military and civilian personnel. In the summer of 1993, she left Charleston to become the chief of protocol for the United States Transportation Command and Air Mobility Command at Scott Air Force Base, Illinois. In 1995, she went to Denver to take a joint job as the deputy commander for Headquarters, Western Sector, United States Military Entrance Processing Command working with 32 commanders in 25 western states.

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EDUCATION:

1971 Bachelor of Science in Education, North Texas State University
1977 Master of Science in Human Resources Development, Troy State University
1983 Squadron Officer School, Maxwell Air Force Base, Alabama
1990 Air Command and Staff College, Maxwell Air Force Base, Alabama
1995 Industrial College of the Armed Forces, Fort McNair, Washington, DC
1995 Master of Science in National Resources Strategy, Washington DC

ASSIGNMENTS:

1. October 1980 - October 1982, chief, administration and personnel, United States Air Force Academy, Colorado.
2. October 1982 - June 1984, protocol officer, superintendent's staff, United States Air Force Academy, Colorado.
3. June 1984 - May 1987, executive support officer, Geilenkirchen Air Base, Germany.
4. May 1987 - July 1990, executive assistance, administrative assistant to the Secretary of the Air Force, Washington, District of Columbia.
5. July 1991 - August 1993, commander, 437th Services Squadron, Charleston Air Force Base, South Carolina.
6. September 1993 - July 1994, chief of protocol, United States Transportation Command, and Air Mobility Command, Scott Air Force Base Illinois.
7. June 1995 - February 1998, deputy commander, Headquarters, Western Sector, United States Military Entrance Processing Command, Denver Colorado.
8. February 1998 - February 2000, deputy commander, 4th Support Group, Seymour Johnson Air Force Base, North Carolina.
9. March 2000 - present, director of clubs and issues, Headquarters Air Force Services Agency, San Antonio, Texas.

MAJOR AWARDS AND DECORATIONS:

Defense Meritorious Service Medal with one oak leaf cluster
Meritorious Service Medal with one oak leaf cluster
Air Force Commendation Medal
Joint Meritorious Unit Award
National Defense Service Medal

EFFECTIVE DATES OF PROMOTION:

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| Second Lieutenant | Oct 1980 |
| First Lieutenant | Oct 1982 |
| Captain | Oct 1984 |
| Major | Jan 1990 |
| Lieutenant Colonel | Mar 1994 |
| Colonel | Feb 2000 |

(Current as of Mar 2000)